

# Memorandum



**Date:** January 9, 2012

RCA  
Agenda Item No. 6(A)

**To:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor

**Subject:** Adrienne Arsht Center for the Performing Arts Center of Miami-Dade County-  
Monthly Status Report

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Attached please find the monthly report and financials provided from the Adrienne Arsht Center for the Performing Arts of Miami-Dade County

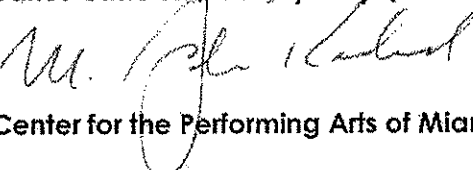


Lisa M. Martinez  
Senior Advisor

## MEMORANDUM

**Date:** December 5, 2011

**To:** The Honorable Carlos Gimenez, County Mayor

**From:** M. John Richard 

**Subject:** Adrienne Arsht Center for the Performing Arts of Miami-Dade County  
Status Report

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On November 4<sup>th</sup>, The Adrienne Arsht Center for the Performing Arts officially welcomed our 2 millionth guest. At that evening's performance of Jazz Roots, I congratulated Mark Evans as our 2 millionth guest. To commemorate the milestone, Mr. Evans received an opportunity to go backstage and meet the artists who performed that evening and a subscription to the Center's Masterworks Season.

### Programming

The Arsht Center marked the second offering of its new Theater Up Close season with a world premiere production by one of Miami's promising new theater companies and an artistic partner of the Center - Zoetic Stage. Written by local Carbonell Award-winning playwright Christopher Demos-Brown, *Captiva* was incredibly well-received by critics and exceeded revenue projections in the Carnival Studio Theater. The play is under consideration for the prestigious Steinberg New Play Award.

Perlman and Proteges was the opening performance of the Knight Masterworks Season - Ziff Classical Music Series. Created by the Center's programming team, the unique concert paired classical music legend Perlman with magnificent protégés from the Perlman Music Program, including a Miami native, Thomas Mesa. The concert exceeded its sales targets and attracted a significant proportion of new audiences to the Center (more than 40% of the ticket buyers for this performance were new to the Arsht database). The Center has made a concerted effort to retain these new audiences by communicating with them with a special offer for the next three classical music presentations.

Florida Grand Opera opened its 2011-2012 season with its first ever zarzuela production, Federico Moreno Torroba's *Luisa Fernanda*, resulting in more than \$1 million in sales for Miami performances. More than 14,000 people had tickets to this production, many of which constituted new audiences for FGO. The zarzuela was accompanied by the launch of FGO's Spanish-language website, complete with purchase path, which enjoyed 15,000+ unique visitors during the run of *Luisa Fernanda*.

### **Micro-giving campaign**

The Adrienne Arsht Center has prepared three projects as part of the **power2give.org** website launch that is scheduled later this month by the Miami-Dade County Department of Cultural Affairs. This new, quickly-expanding national network is supported by Knight Foundation, which has pledged to match the first \$100,000 raised by Miami arts organizations participating on the site.

**power2give.org** is an online cultural marketplace designed to connect a donor's passion for the arts with cultural projects in need of funding. The site allows organizations to post and promote projects, and invites donors to contribute small donations directly to the projects that are most intriguing to them. With tools and resources for both donors and cultural organizations, **power2give.org** makes posting, donating, and promoting projects convenient and engaging.. Micro-giving programs deliver more than micro gifts. Along with the obvious financial benefits, micro-giving campaigns help create an affinity for organizations and their work The Center is excited to participate in this unique opportunity to raise money for three of our community-oriented arts initiatives.

### **Town Square**

ArtPlace, the coalition of national foundations that helped fund the newly formed Town Square Neighborhood Development Corporation with a \$300,000 planning grant, is scheduled to make a site visit to the Arsht Center on Dec. 5, 2011. During their stay, the Center will brief ArtPlace representatives on the progress of the New Town Square master planning initiative and discuss how the Center is a national model for demonstrating that the arts can be a driver in neighborhood development.

### **New PACT Board Members**

The Performing Arts Center Trust Board of Directors welcomed four new Board members at its November meeting.

- **Pierre R. Apollon** - Appointed by Commissioner Monestime, Mr. Pierre Apollon is a licensed civil engineer, entrepreneur and corporate real estate executive with over 23 years experience. He is presently the Vice President of Business Development for the K. L. McCaul Construction.
- **Armando J. Bucelo, Jr.** - Appointed by the Board of County Commissioners, Mr. Bucelo is an attorney in private practice whose firm, the Law Offices of Armando J. Bucelo, Jr., has been based in the Coral Gables area since 1982.
- **Commissioner Michelle Spence-Jones** - Appointed by the City of Miami, Commissioner Spence-Jones works tirelessly to improve Miami's most diverse neighborhoods in District 5.
- **Alexander I. Tachmes** - Appointed by Miami City Ballet, Mr. Tachmes is a partner in Shutts & Bowen's Real Estate Department where he specializes in governmental matters.

Additionally, PACT Board members Felix Garcia, Adriana Sabino and Carole Ann Taylor were reappointed for three-year terms by the Board of County Commissioners.

We are pleased to have all onboard and the PACT Board of Directors continues to be commitment to having volunteer leadership that reflects our community's rich diversity.

### **Miami Skyline Shines Purple**

Calling premature birth a national health crisis that must be stopped, the March of Dimes declared November Prematurity Awareness Month. Honoring the more than half million babies who are born premature every year, the Adrienne Arsht Center and the March of Dimes brightened the Miami skyline by lighting the Center's historic Carnival Tower in purple, the March of Dimes signature color, every evening November 2 through November 30.

### **Finances (please see attached operating projection)**

- The Arsht Center hosted 34,000 guests during the month of October.
- All performances sold at 62 % during the first month of the fiscal year. Arsht Center and Broadway performances sold at 66.5%.
- Occupancy costs for the month of October were \$474,000.

### **Upcoming Performances (please see attached Playbill letter)**

- At the Ziff Ballet Opera House December 6<sup>th</sup> -11<sup>th</sup> , *Shrek the Musical* is part romance, part twisted fairy tale and all irreverent fun for everyone.
- Arsht Center Arts Partner Zoetic Stage presents *The Santaland Diaries* December 8<sup>th</sup> -23<sup>rd</sup> in the Carnival Studio Theater. This holiday classic is David Sedaris at his biting best and a reminder of why Sedaris is one of the greatest humorists of our time.
- Irvin Mayfield and the New Orleans Jazz Orchestra performs at Jazz Roots: Down in New Orleans on December 9<sup>th</sup> in the Knight Concert Hall.
- On December 10<sup>th</sup> in the Knight Concert Hall the Brasil Classical Series and The Miami Symphony Orchestra will showcase talented musicians of the Youth Orchestra of Bahia.
- Miami City Ballet presents the holiday classic George Balanchine's *The Nutcracker*™ December 15<sup>th</sup> – 18<sup>th</sup> in the Ziff Ballet Opera House.
- On December 18<sup>th</sup> *Free Gospel Sundays* will feature Grammy Award-winning Take 6 for an extraordinary holiday show.
- The smash hit Broadway musical *Million Dollar Quartet* , inspired by the true story of the famed recording session with icons Elvis Presley, Johnny Cash, Jerry Lee

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Lewis and Carl Perkins, will play the Ziff Ballet Opera House December 27<sup>th</sup> - January 1<sup>st</sup>.

- The Straus Symphony of America performs *Salute to Vienna* on December 30<sup>th</sup> in the Knight Concert Hall. The evening will feature dancers Kiev-Aniko Ballet of Ukraine and International Champion Ballroom Dancers.
- The legendary King of the Blues, B.B. King, will perform January 4 in the Knight Concert Hall.



Photo by Manny Hernandez

Dear Friends,

Welcome to the Adrienne Arsht Center. During the holiday season, the performing arts give us unique experiences that we can share with our loved ones and treasure a lifetime. This month, we have a terrifically diverse series of events that will allow you and your family to enjoy the very best of America's homegrown music—blues, soul, jazz, Broadway and rock and roll.

The voices of the Grammy-winning a cappella group Take 6 and the Free Gospel Sundays choirs will make our spirits soar with "A Soulful Christmas." The brilliant trumpeter Irvin Mayfield and his jazz band take you "Down to New Orleans," the birthplace of jazz, while the



Arsht Center President and CEO John Richard, Performing Arts Center Trust Chair Mike Eidson and Adrienne Arsht Center Foundation Chair Adrienne Arsht

Broadway musical *Million Dollar Quartet*, recreates a momentous event that could be considered the birth of rock and roll—a historic recording session that brought together for the first and last time the legendary Elvis Presley, Johnny Cash, Jerry Lee Lewis and Carl Perkins. The incomparable Idina Menzel, the Tony-winning star of *Wicked*, *Rent* and "Glee," performs the best of Broadway in concert, while for many families, an outing to see *Shrek The Musical*, Broadway's funniest show in years, will be a joyous opportunity to introduce the little ones to the thrills of seeing their first Broadway musical.

As we look forward to 2012, I'd like to take a moment to celebrate what has been an extraordinary year at the Center. The numbers alone tell a great story: We hosted 468 events and nearly 387,000 guests. 500 kids—more than ever—applied to AileyCamp last summer; 75,000 Miami-Dade County Public School 5<sup>th</sup> graders have now been invited to a free live performance of *Rock Odyssey* through Learning through the Arts; and not insignificantly, we closed the fiscal year with a modest surplus for the 4<sup>th</sup> year in a row. These are just a few of the past year's highlights.

I thank all members of our extended Arsht Center family for making these accomplishments possible, but I'd like to extend a special thanks to our volunteer boards and especially to their leaders—Mike Eidson, now in his second year as Chair of the Performing Arts Center Trust, and our namesake benefactress, Adrienne Arsht, Chair of the Adrienne Arsht Center Foundation—who have provided us with extraordinary guidance and passionate support.

Have a safe and happy holiday season, and I look forward to seeing your smiling faces throughout the coming year.

Sincerely,

M. John Richard  
President & CEO  
Adrienne Arsht Center for the Performing Arts of Miami-Dade County

# Adrienne Arsh Center

FOR THE PERFORMING ARTS OF MIAMI-DADE COUNTY

## Operating Projection for Fiscal Year 2012 (in '000s)

	Actual	Revised Projection												Revised Projection Total	Original FY12 Budget Total
	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12			
REVENUE															
Ticket Sales	\$ 1,088	\$ 282	\$ 1,680	\$ 125	\$ 511	\$ 1,344	\$ 310	\$ 3,666	\$ 1,194	\$ 438	\$ 219	\$ -	\$ 10,855	\$ 12,721	
Rental Revenue	\$ 287	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 106	\$ 106	\$ 106	\$ 106	\$ 3,338	\$ 3,425	
Facility Chargebacks	\$ 19	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 75	\$ 75	\$ 75	\$ 75	\$ 1,194	\$ 1,300	
Box Office Fees	\$ 222	\$ 349	\$ 349	\$ 349	\$ 349	\$ 349	\$ 349	\$ 349	\$ 87	\$ 87	\$ 87	\$ 87	\$ 3,013	\$ 3,140	
Parking Revenue	\$ 49	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 25	\$ 25	\$ 25	\$ 25	\$ 499	\$ 500	
Concessions	\$ 27	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 20	\$ 20	\$ 20	\$ 20	\$ 387	\$ 400	
Merchandise Sales	\$ 1	\$ 1	\$ 7	\$ 1	\$ 4	\$ 7	\$ 2	\$ 19	\$ 0	\$ 2	\$ 2	\$ 2	\$ 45	\$ 50	
Subsidy-Foundation	\$ 400	\$ 610	\$ 610	\$ 610	\$ 610	\$ 610	\$ 610	\$ 610	\$ 610	\$ 610	\$ 610	\$ 610	\$ 7,110	\$ 7,111	
Miami-Dade County Funding	\$ 474	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 675	\$ 7,648	\$ 7,650	
Other Revenue	\$ 5	\$ 39	\$ 39	\$ 39	\$ 39	\$ 39	\$ 39	\$ 39	\$ 39	\$ 39	\$ 39	\$ 39	\$ 432	\$ 465	
Total Revenue	\$ 2,652	\$ 2,581	\$ 3,984	\$ 2,884	\$ 2,752	\$ 3,589	\$ 2,549	\$ 5,922	\$ 2,806	\$ 2,052	\$ 1,833	\$ 1,637	\$ 34,520	\$ 36,763	
EXPENSES															
Non-Stagehands Salaries & Benefits	\$ 567	\$ 624	\$ 936	\$ 624	\$ 624	\$ 624	\$ 624	\$ 624	\$ 936	\$ 624	\$ 624	\$ 624	\$ 8,053	\$ 8,110	
Stagehands Salaries & Benefits	\$ 103	\$ 25	\$ 246	\$ 35	\$ 112	\$ 243	\$ 112	\$ 142	\$ 21	\$ 134	\$ 67	\$ 200	\$ 1,439	\$ 1,840	
Marketing & Communications	\$ 382	\$ 140	\$ 421	\$ 124	\$ 224	\$ 400	\$ 177	\$ 206	\$ 121	\$ 192	\$ 142	\$ 92	\$ 2,612	\$ 3,014	
Event Expenses	\$ 964	\$ 285	\$ 1,131	\$ 154	\$ 486	\$ 934	\$ 354	\$ 3,600	\$ 1,224	\$ 323	\$ 204	\$ 324	\$ 9,982	\$ 11,485	
Professional Services	\$ 28	\$ 61	\$ 61	\$ 61	\$ 61	\$ 61	\$ 61	\$ 61	\$ 61	\$ 61	\$ 61	\$ 61	\$ 694	\$ 766	
Fulfillment Costs & Comp. Tickets	\$ 66	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 452	\$ 422	
Show/Event Parking	\$ 26	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 23	\$ 23	\$ 23	\$ 23	\$ 431	\$ 450	
Administration & Overhead	\$ 87	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 1,298	\$ 1,321	
Miami-Dade County Commitment Settlement	\$ -	\$ -	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 375	\$ -	\$ -	\$ 375	\$ 1,300	\$ 1,500	
Occupancy Costs	\$ 474	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 650	\$ 675	\$ 7,648	\$ 7,650	
Depreciation Expense	\$ 51	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 601	\$ 715	
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenses	\$ 2,746	\$ 2,924	\$ 3,860	\$ 1,887	\$ 2,336	\$ 3,526	\$ 2,217	\$ 5,523	\$ 3,806	\$ 2,202	\$ 1,986	\$ 2,568	\$ 34,520	\$ 36,763	
Operating Surplus (Deficit)	\$ (98)	\$ 506	\$ 74	\$ 477	\$ 356	\$ 63	\$ 332	\$ 399	\$ (798)	\$ (150)	\$ (133)	\$ (93)	\$ (0)	\$ 10	

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